

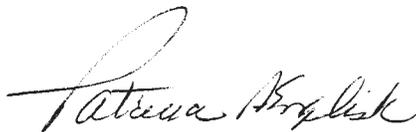
MESSAGE FROM THE ACTING CHIEF FINANCIAL OFFICER

I am pleased to present to you the Federal Emergency Management Agency's Performance and Accountability Report for fiscal year 2001. This report reflects the Agency's continued commitment to implementing sound financial management practices and compliance with the CFO Act of 1990 and the Government Management Reform Act of 1994.

The FY 2001 financial statements have been prepared in accordance with all new accounting standards established by the Office of Management and Budget and the Federal Accounting Standards Advisory Board. We recognize the challenges the Agency faces in today's environment. To that end, we continue to upgrade and integrate our financial management systems and improve upon our information technology infrastructure to better support FEMA's programs and operations.

The independent audit process provides the Agency and taxpayers with reliable information on the adequacy of our internal controls and the accuracy of our financial reporting. To continue to provide the public with assurances of our financial stewardship, we must continue to meet the increasingly difficult challenge of competing for investments in financial management and systems in an environment of tight resources.

Working in partnership with FEMA's senior management and program managers, I support the Director's priorities by providing oversight and cost effective, strategic management of the Agency's resources. As Acting CFO, I remain fully committed to the stewardship responsibilities needed to continue to maintain the highest level of accountability for the management of the Agency's financial resources.



Patricia A. English